PATHWAYS TO EXCELLENCE

A STRATEGIC PLAN

SIU

CARBONDALE

April 2013

Dear Members of the SIU Community, Alumni, and Friends:

I am pleased to share with you *Pathways to Excellence: A Strategic Plan*, which contains measurable and attainable goals for our University over the next decade. It reaffirms our mission, defines our values, and sets priorities to guide us in meeting the expectations of those we serve, attaining student success, achieving inclusive excellence, and strengthening our research, all in a financially sound, vibrant campus community.

Our new strategic plan is the culmination of a collaborative two-year process guided by a steering committee and an at-large committee that included representatives of faculty, students, staff, the SIU Alumni Association, the SIU Foundation, and the community. I also appreciate the thoughtful input provided by many members of the campus community during formal meetings and informal listening sessions, and through online opportunities.

Pathways to Excellence: A Strategic Plan, reflects our time-honored commitments to access and opportunity and to enhancing the health and well being of the communities we serve. It is sufficiently flexible to guide our responses to changing circumstances, recognizing that at all times we must be good stewards of the support provided by the taxpayers of Illinois and our many generous donors.

I encourage you to become familiar with the goals and objectives of this plan, as it is the blueprint for our success.

Sincerely,

*Rita Cheng*

Rita Cheng
Chancellor

MISSION

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities, and transform lives.

VALUES

- We are proud of our status as a nationally ranked public research university.

- We emphasize student achievement and success because achievement and success are essential if we are to shape future leaders and transform lives.

- We celebrate our unique tradition of access, opportunity, and inclusive excellence.

- We pride ourselves on innovation in research and creative activity, and outstanding teaching.

- We understand our role as a regional economic leader and catalyst for economic development.
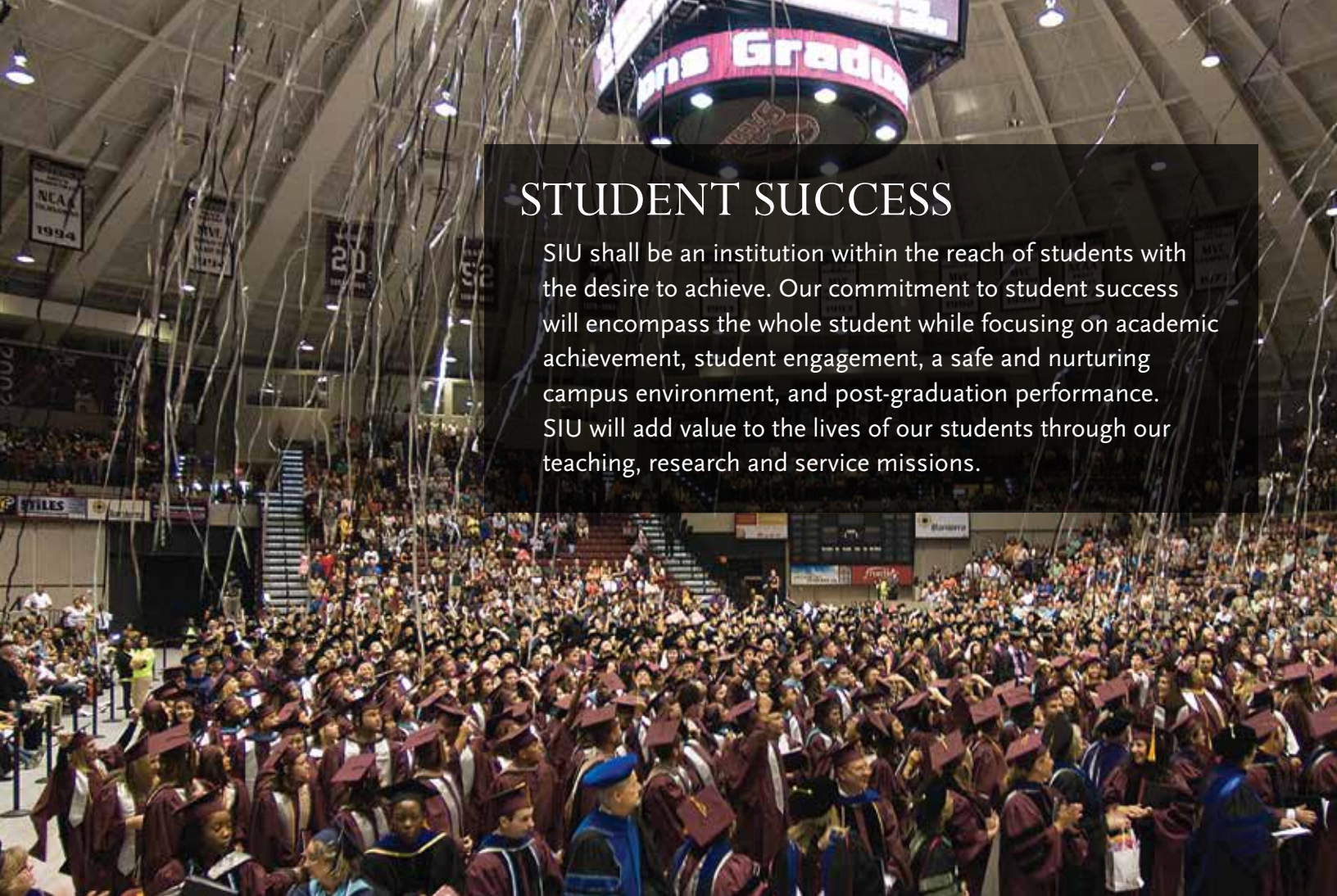
STUDENT SUCCESS

SIU shall be an institution within the reach of students with the desire to achieve. Our commitment to student success will encompass the whole student while focusing on academic achievement, student engagement, a safe and nurturing campus environment, and post-graduation performance. SIU will add value to the lives of our students through our teaching, research and service missions.

GOAL: Provide every student with support services that promote their successful integration into the academic, social, and cultural community of the University. Improve retention and completion rates.

Objective: Focus first and foremost on the academic needs of our students.

- Attract students who seek a rigorous academic experience.
- Guide students to appropriate resources aligned to their academic preparation, goals and interests, strengths, and weaknesses.
- Improve the campus academic advising network.
- Support state-of-the-art programs for first-year students.
- Develop flexible on-campus and online support structures and tutoring services.
- Develop web-based resources, including study guides, tutorials, and sample exams for Core Curriculum subjects such as math and English.

Objective: Increase the number and dollar amounts of scholarships.

- Increase endowed scholarships as part of the next capital or major fundraising campaign.
- Focus on building scholarships in schools and colleges.
- Maintain the campus priority of preserving student support budgets.
- Continuously seek new sources of external support for students and faculty to enhance access, affordability and diversity.
- Effectively communicate the successes of our students.

Objective: Every academic and support department will articulate knowledge and learning outcomes necessary to be a successful student.

- Create departmental learning matrices or other organizational schemes to reflect academic expectations,

process, and measurements of set learning outcomes.

- Post matrices/organizational schemes on assessment on departmental websites, including data regarding learning outcomes, retention, and graduation rates.

Objective: Continue to develop programs that strengthen each student's connection to the University community.

- Create a vibrant, nurturing and safe student life environment.
- Develop a multicultural center on campus to serve as a focal point for sharing cross-cultural experiences while strengthening student ties to their own culture.
- Enhance student/parent satisfaction through a sustained customer service training program for all faculty and staff, particularly those who directly serve students.

GOAL: Provide every student with state-of-the-art instruction.

Objective: Cultivate, recognize and reward excellent teaching.

- Offer and encourage participation by new and existing faculty and instructors and graduate assistants in teaching workshops through the Center for Teaching Excellence that address such key components of teaching and student success as academic achievement and student engagement.
- Define specific measures of teaching excellence for every academic unit, including such measures as student

quantitative and qualitative evaluations, peer evaluations, and Center for Teaching Excellence evaluations.

- Develop a teaching certificate program to provide state-of-the-art training to graduate students who are engaged in teaching or foresee a collegiate-level teaching career. Such a certificate would provide direct evidence of their teaching credentials and thus enhance their future employment possibilities.

Objective: Encourage the development and utilization of new teaching approaches.

- Continue to develop the Center for Teaching Excellence to serve new and existing faculty who want to incorporate more technological tools into classroom instruction and/or who want to transition to alternative teaching approaches such as distance education.

Objective: Encourage mentoring at every level: peer-to-peer student mentoring, mentoring of undergraduates by graduate students, and mentoring of all students by faculty and staff.

- Create and maintain a teaching faculty mentoring program in which senior faculty who are excellent teachers are paired with junior faculty.
- Develop criteria for assessing applicants' aptitude for mentoring and teaching undergraduate students, and

request directors of graduate studies to incorporate these criteria in the selection of graduate applicants (along with standard criteria).
- Provide training for graduate students on mentoring undergraduate students through the Center for Teaching Excellence.

GOAL: Provide every student with the opportunity to engage in research, creative activity, and service learning.

Objective: Expand and optimize our undergraduate research and creative activity opportunities.

- Create an office of undergraduate research.
- Expand and link current undergraduate research programs to encourage and make possible increased numbers of students engaged in undergraduate research.
- Encourage academic programs to offer for-credit research or creative activities as part of their undergraduate degree requirements.

Objective: Expand service-learning opportunities to include apprentice models, internships, externships, and volunteer projects.

- Make lists of service opportunities in every college available online, complete with contact information and application instructions.
- When appropriate, and in collaboration with the Center for Service Learning and Volunteerism, allow service-learning projects to count as part of a program's degree requirements for credit.
- Encourage each college to develop a Student Leaders program that provides students in excellent academic standing with the opportunity to engage in internships, externships, research, or scholarly activities that provide a professional experience and a network of student and faculty colleagues.
- Develop meaningful campus student internship positions, resulting in students having opportunities for real work experience and the University saving money from these paid positions.

"SIU will add value to the lives of our students through our teaching, research and service missions."

RESEARCH, SCHOLARSHIP & CREATIVE ACTIVITY

At SIU, we define research, scholarship and creative activity as those activities that generate new knowledge, ranging from scientific inquiry, to scholarship in the social sciences and the humanities, to the creation or performance of works of literature, art, music, or film. Research provides manifold benefits to our graduate and undergraduate students, the university, and the region through enhanced educational and intellectual opportunities for students, budgetary enhancements for the university, and regional economic vitality via new resources and business stimulated by research activity. As the only Carnegie Research University (High Research Activity) in the southern half of Illinois, we are in a unique position to provide these benefits to the region, the state, and beyond.

GOAL: Enhance research, scholarly and creative activity productivity to the benefit of students, community and other University stakeholders.

Objective: Strengthen our status as a Carnegie Research University (High Research Activity).

- Recruit and retain outstanding research faculty.
- Monitor and stimulate growth in research measures employed in the Carnegie methodology for research universities, i.e., research and development expenditures, research staff and doctoral conferrals.
- Adopt nationally recognized research measures for each discipline.
- Identify ways to recognize faculty and staff strengths through a balanced distribution of teaching, research and service.
- Encourage and support campus-wide grant writing.

- Promote and facilitate interdisciplinary research and collaborations.
- Strengthen existing research focus areas, identify new areas, and link to faculty hiring.

Objective: Celebrate all forms of research, scholarship and creative endeavors.

- Create a broader understanding within the University community and among the public of the value of research and creative activity.
- Explore additional ways to recognize and reward excellence in scholarship.
- Include research, scholarly and creative activity as an essential component of University marketing and branding efforts. Market the economic impact of research and creative activity, and increase press coverage.

Objective: Enhance research communities and workspaces.

- Promote and facilitate mechanisms to stimulate discussion and interaction across disciplines (e.g., discussion groups, listservs, seminars, etc.)
- Develop a policy that will enhance research space on both the Carbondale and Springfield campuses.
- Develop and employ a system for efficiently allocating and/or reallocating research space based on research productivity.
- Review and strengthen offices and units that support research (e.g., Morris Library, centers, the Office of Sponsored Projects Administration, the Technology Transfer Program, and the Office of Economic and Regional Development).

"As the only Carnegie Research University (High Research Activity) in the southern half of Illinois, we are in a unique position to provide these benefits to the region, the state, and beyond."

GOAL: Enhance our reputation for providing cutting-edge graduate and undergraduate research opportunities.

Objective: Promote the unambiguous integration of our teaching and research missions by demonstrating that research facilitates student access to and participation in the creation of knowledge, and promotes interaction and mentorship among faculty and students that enhances learning, and provides valuable hands-on training and paraprofessional experience.

- Raise our profile, and improve awareness and attitude toward SIU among high school and transfer students who desire a research university education.
- Create an office of undergraduate research. Track the academic success of students engaged in research at the University. Encourage more undergraduates and graduate students to participate in research forums such as the research town hall.
- Maintain competitive graduate research/teaching assistant stipends in order to recruit the most qualified, research-ready graduate students. Assist graduate students in external grant writing in order to further their research agendas.
- Develop academic programs that are linked to our research strengths.

DIVERSITY AND INCLUSIVENESS

At SIU, we celebrate a rich history of diversity within our student body and acknowledge this strength as a proud foundation to build upon. We recognize and value the diversity of our faculty, staff and campus leadership. SIU is committed to being mindful of the voices of the diverse campus community.

GOAL: Celebrate our commitment to diversity.

Objective: Increase awareness of our institutional commitment to diversity.

- Develop an institutional definition of diversity.
- Develop a campus-wide diversity plan.
- Educate the campus community about the importance of inclusive excellence.
- Provide cultural competency training to the campus community.
- Establish accepted mechanisms for tracking each University department's progress toward its diversity goals.
- Highlight SIU's record of inclusion in publications, electronic communication (websites, etc.) and marketing efforts, both in words and images. A periodic review of such communications should take place to ensure that this cornerstone value is highlighted.

Objective: Develop and institute a plan for recruiting and retaining an undergraduate and graduate student body that reflects state and national statistics of the college-bound population.

- Increase the percentage of the student population from underrepresented racial and ethnic groups.
- Increase the percentage of female students to reflect the population of college-bound women.
- Attract, retain and provide opportunities for success for international students.

Objective: Develop and monitor a plan for hiring, retaining and promoting diverse staff, faculty and administrators based on state and national statistics of the qualified population.

- Hire and retain qualified and energetic staff, faculty, and administrators who reflect the population of the state and national statistics for qualified individuals.
- Require each college/department to submit a hiring, retention and promotion plan to increase and sustain its diversity. University leadership, including the Office of Institutional Diversity, will monitor and support such plans.

Objective: Manage and monitor the climate on campus to ensure that all students, faculty, staff, and administrators feel welcome, satisfied, included and supported.

- Develop ongoing mechanisms whereby everyone, including members of historically disadvantaged groups, can express their concerns regarding campus climate, such as through online surveys and campus conversations; diversity training sessions open to the entire University community; and informal social events to build campus relationships.

Objective: Promote and highlight diversity pedagogy, research and scholarship.

- Task the Center for Inclusive Excellence to lead in the development of a platform developing and sharing strategies for incorporating diversity into our research and pedagogy.
- Provide ongoing faculty development focused on the integration of diversity and inclusiveness into the curriculum.

Objective: Obtain and strengthen endowments and scholarships for underrepresented/underserved students.

- Establish specific fundraising goals for underrepresented/ underserved scholarships and grants.
- Effectively communicate with state and federal agencies the need to support grants, loans and scholarships for underrepresented/underserved students.

"SIU is committed to being mindful of the voices of the diverse campus community."

CAMPUS COMMUNITY

SIU is a community of dedicated scholars, learners, leaders, and members who value open communication, healthy debate, shared governance, and active participation by all members in pursuit of our core mission surrounding student learning and success, scholarship and creative activity, and service to southern Illinois and to the world.

GOAL: Foster trust and mutual respect among faculty, administration, staff, students and the public.

Objective: Encourage and nurture effective campus discourse.

- Develop strategies for ongoing communication with our internal audience.
- Schedule regular face-to-face discussions, both small group and larger conferences, among administration, faculty and staff that focus on matters of governance and effective leadership toward the University's goals and objectives.
- Continue Chancellor's written communication to all faculty and staff, and when appropriate, to students.
- Maximize the use of electronic media for essential communication and increase its frequency and consistency (e.g., centralized websites to post clear, easy-to-find statements of budget, policies, procedures, events and other information).

Objective: Strengthen shared governance.

- Celebrate shared governance, recognizing the respect for and deference to disciplinary expertise, roles of individual constituency groups, and those of academic and administrative leadership.
- Strive for broad representation on all campus governing bodies.
- Seek input regularly. Address concerns raised in campus surveys and in other feedback in a timely manner.

GOAL: Improve flexibility and transparency in decision-making.

Objective: Every member of the University community shall have opportunities to be heard and respected.

- Clearly define the roles of all recognized stakeholders in shared governance, and incorporate such definitions in appropriate operating papers and bylaws.
- Define and routinely follow principles, procedures, roles and responsibilities of shared governance.
- Facilitate transparency by promoting open access to documents such as the budget, policies, general practices, operating papers, etc.
- Present annual workshops on various administrative issues such as use of data in decision making, key components of an operating paper, etc.

GOAL: Build and maintain a strong public image that reflects our commitment to student success, campus safety, knowledge creation and service to southern Illinois, the broader region, and the world.

Objective: Enhance our reputation as a community of respectful, innovative scholars and learners focused on a commitment to higher education that benefits society.

- Emphasize the transformational nature of a research university by featuring stories of our students, alumni, faculty, staff collaborations and supporters.
- Utilize data from a variety of sources to highlight improvements in our institutional profile.

Objective: Nurture and project a positive image of the University.

- Engage the entire campus community as ambassadors of our brand and our identity.
- Monitor and when necessary, address those things that curtail a positive image, communicate the changes, and measure the results. As part of the effort to foster and promote our positive image, benchmark our marketing activities and budget, communicate the results, and keep the process open and transparent.

"SIU is a community of dedicated scholars, learners, leaders, and members."

COMMUNITY RELATIONS

SIU plays a prominent role in the vitality and stewardship of the economy and culture of our region. Maintaining the positive symbiosis that exists is essential for the community, region and the University. Maintaining the positive relationship also requires an investment of time, energy and resources from each.

GOAL: Enhance our value to and our collaboration with the broader community in our mutual goals of research translation, workforce education, and economic development.

Objective: Develop connections with the broader community to enhance service learning, public service, and cultural and artistic mindfulness.

- Continue to foster and develop opportunities to bring elementary, middle school, and early high school-age students to campus for cultural events.
- Investigate opportunities within the southern Illinois region for undergraduate and graduate students to volunteer in their chosen area of study.
- Include in marketing and branding materials examples of the education students receive while volunteering.

Objective: Maximize the capacity of the University's boundary-spanning entities.

- Recognize and support intercollegiate athletics, WSIU Broadcasting, the fine and performing arts, the Paul Simon Public Policy Institute, the University Museum, and the Office of Economic and Regional Development as major University resources.
- Emphasize the University's contributions and connections that serve the region and state.
- Launch a major campaign, in partnership with the SIU Alumni Association, to connect or re-connect alumni with the University.

GOAL: Sustain and grow SIU's outreach and service mission.

Objective: Optimize the impact of our research activities on the region and state and become a leader in basic, applied, translational research in key focus areas where the University already has noticeable strengths and that build on our commitment to outreach to our broader community.

- Increase cooperation and coordination between the Office of Sponsored Projects Administration, Technology Transfer Office, and the Office of Economic and Regional Development.
- Engage faculty across campus to seek interdisciplinary solutions to local community problems.

Objective: Engage employers and industry partners in our pursuit of offering relevant high-quality degree programs that develop highly prepared graduates.

- Encourage academic programs to solicit input from advisory boards regarding the knowledge, skills, and awareness employers are seeking from our graduates.
- Revise curriculum to prepare students for cutting-edge jobs.
- Increase community and public awareness of research.

FINANCE, INFRASTRUCTURE, AND RESOURCE ALLOCATION

A decade-long pattern of declining state financial resources and persistent declines in enrollment have left the University in a state of chronic fiscal uncertainty. Returning the University to a solid financial footing and insuring that the allocation of resources is a transparent process driven by University mission and priorities is imperative. We must become more deliberate in our efforts to increase revenue and in our efforts to operate more efficiently. These are essential activities that must be addressed if the University is to pursue goals outlined elsewhere in this plan.

GOAL: Achieve and maintain a solid financial footing for the University.

Objective: Increase revenue from all sources.

- Build both undergraduate and graduate enrollment on campus and at off-campus locations.
- Establish a policy that relies principally on objective criteria for setting tuition rates. Widely publicized, the policy should serve as a guideline to administrators when providing a rationale for tuition increases. Included among criteria would be peer and statewide tuition rates, the higher education price index and state revenue growth as reflected in general revenue support.
- Launch a major capital campaign in concert with the SIU Foundation.
- Seek alternative sources of revenue beyond traditional state appropriations and tuition.

Objective: Foster an entrepreneurial spirit within the University.

- Employ incentives to encourage individual campus units to develop additional resources through new programs, cost reduction and new ways of doing things.
- Expand distance education and continuing education.

Objective: Seek financial efficiencies wherever possible.

- Engage in wide-scale program review that provides incentives for both academic and non-academic units to become more efficient.
- Examine the purpose, mission, and outcomes of the current "self-supporting" academic and non-academic programs and centers.
- Review appropriateness of state budget allocations to non academic units (e.g., intercollegiate athletics and development).
- Build on previous efficiency task forces' recommendations.

"We must become more deliberate in our efforts to increase revenue and in our efforts to operate more efficiently."
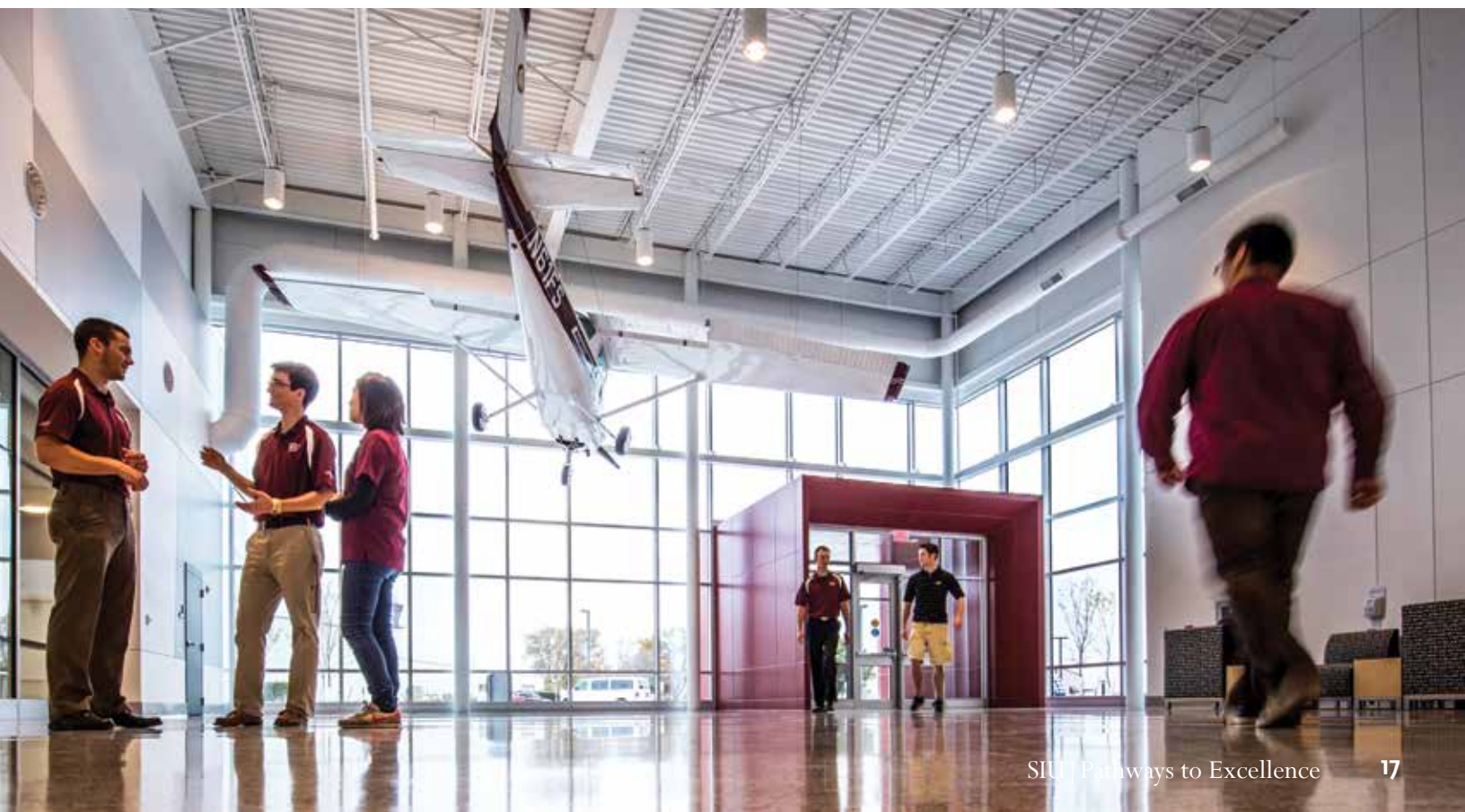
GOAL: Ensure that the allocation of resources is a transparent process driven by University mission and priorities.

Objective: Define the current resource allocation process and pursue improvements where appropriate.

- Prioritize funding for scholarships, deferred maintenance, technology needs, and academic buildings to enhance the learning and living environments for students.
- Develop a budget formula prioritizing the distribution of resources to academic units using solid measures of productivity and centrality to mission.
- Maintain sufficient budget reserves to be prepared for fiscal uncertainties.

Objective: Make greater use of the talents and skills of our faculty, staff and students.

- Create student internships and a comprehensive plan for student employment linked to real world experience and that is tied to academic preparation.
- Utilize faculty and staff expertise whenever possible for services.
- Encourage broad participation in budgetary and resource allocation discussions.

STRATEGIC PLANNING COMMITTEE*

Achenbach	Laurie	*Prof., Microbiology; Assoc. Dean, Science*
Amos	Mark	*Director, Saluki First Year*
Asner-Self	Kim	*Assoc. Prof., Ed Psych/Special Education*
Baggott	Jake	*Chief of Staff*
Bame	Kevin	*VC, Administration & Finance*
Banycky	Libby	*Treasurer, SIU Foundation*
Baer	Sara	*Assoc. Prof., Plant Biology*
Benshoff	John	*Interim Dean, Education*
Bloom	Carl	*President, GPSC*
Britton	Tom	*Co-chair; Assoc. Prof., Law*
Brooten	Lisa	*Assoc. Prof., Radio & TV*
Carlson	David	*Dean, Library Affairs*
Castle	Don	*Asst. Dir., Student Center*
Cheng	Rita	*ex officio, Chancellor*
Cradit	Dennis	*Dean, Business*
Davis	Joan	*Prof., Dental Hygiene*
Dillard	Brad	*Assoc. Dir., Plant/Service Operations*
Dorsey	Kevin	*Dean & Provost, Medicine*
Dunn	JP	*Chair, A/P Staff Council*
Evans	Andrea	*Chair, Ed Admin. and Higher Ed*
Fountaine	Cynthia	*Dean, Law*
Gerecke	Tina	*Admin. Asst., Saluki First Year*
Gitau	Peter	*Assoc. VC, Dean of Students*
Graves	Stephanie	*Assoc. Prof., Library Affairs*
Harfst	Kyle	*Director, OERD*
Harfst	Terri	*Director, Financial Aid*
Harvey	Carolin	*Accountant, Continuing Education*
Hatziadoniu	Konstadinos	*Prof., Elec/Computer Engineering*
Henry	Carol	*Budget Director*
Hooks	Quintin	*Member, GPSC*
Hurlburt	Holly	*Assoc. Prof., History*
Jones	Kathy	*Assoc. Dir., Athletics*
Karnes	Allan	*Assoc. Dean, Business; Accountancy*
Kempf-Leonard	Kimberly	*Dean, Liberal Arts*
Kibby	Michelle	*Assoc. Prof., Psychology*
Kolb	Gary	*Dean, Mass Commnication*
Komarraju	Meera	*Assoc. Prof., Psychology*
Koropchak	John	*VC Research, Graduate Dean*
Logue	Susan	*Associate Provost*
Lorber	Jeff	*Assoc. VC Institutional Advancement*
Marshall	Judy	*Exec. Dir., Finance*
McCabe-Smith	Linda	*Assoc. Chancellor-Diversity*
McDannel	Julie	*ex officio (Admin. Asst. to Chancellor)*
McPheeters	Lynn	*SIU Foundation Board*
Moccia	Mario	*Director, Intercollegiate Athletics*
Mohlenbrock	Beth	*Exec. Dir., Advancement Services*
Nasco	Suzanne	*Assoc. Prof., Marketing*
Nelson	Brian	*President, Undergraduate Student Gov't*
Nicklow	John	*Provost/Vice Chancellor*
Odom	Marcus	*Director, School of Accountancy*
Owens	Terry	*Dean, CASA*
Peden	Lisa	*Director, Learning Support Services*
Petrowich	Greg	*Executive Director, WSIU*
Recktenwald	William	*President, Faculty Senate*
Rehfeldt	Ruth Ann	*Dir., Autism Disorders Center*
Rimmer	Sue	*Prof., Geology*
Ruiz	Mike	*Dir., University Communications*
Schilling	Larry	*Dir., Institutional Research & Studies*
Sievers	Rod	*Asst. to Chancellor/Media Relations*
Simmons	Rosemary	*Dir., Counseling Center*
Soucy	Laura	*Alumna*
Stockdale	Peggy	*Co-Chair; Prof., Psychology*
Suarez	Michelle	*Dir., Alumni Association*
Tezcan	Jale	*Assoc. Prof., Civil/Envir. Engineering*
Thompson	Jan	*Assoc. Prof., Radio-TV*
Toth	Linda	*Assoc. Dean, Medicine*
Warwick	John	*Dean, Engineering*
Wetstein	Mark	*Coordinator, WSIU*
Williard	Karl	*Prof., Forestry*
Winters	Todd	*Interim Dean, Agriculture*
Wissman	Chris	*Carbondale City Council*

* Positions current at time of appointment to committee.

Creative Team

Tom Woolf, Associate Director, University Communications

Nathan Krummel, Graphic Designer, University Communications

STRATEGIC PLANNING STEERING COMMITTEE

Tom Britton, Co-Chair, Associate Professor and Director of Graduate Legal Studies, School of Law

Peggy Stockdale, Co-chair, Professor of Psychology and Chair, Department of Linguistics

Laurie Achenbach, Professor of Microbiology and Associate Dean, College of Science

Jake Baggott, Chief of Staff

Peter Gitau, Associate Vice Chancellor and Dean of Students

Holly Hurlburt, Associate Professor of History

Allan Karnes, Professor of Accountancy and Associate Dean, College of Business

John Koropchak, Vice Chancellor for Research and Graduate Dean

Mark Wetstein, Television Production Coordinator, WSIU Public Broadcasting

Rita Cheng, Ex Officio, Chancellor

LENS COMMITTEES

Teaching and Student Success
- Laurie Achenbach, (co-chair) Professor, Microbiology, Associate Dean, College of Science
- Peter Gitau, (co-chair) Associate Vice Chancellor and Dean of Students
- Kim Asner-Self, Associate Professor, Educational Psychology and Special Education
- Quinton Hooks, President, Undergraduate Student Government
- Meera Komarraju, Associate Professor, Psychology
- Lisa Peden, Director, Supplemental Instruction
- Rosemary Simmons, Director, Counseling Center
- Laura Soucy, Alumna, Research and Creative Activity

Research and Creative Activity
- Holly S. Hurlburt, Associate Professor, History (co-chair)
- John A. Koropchak, Vice Chancellor for Research & Graduate Dean (co-chair)
- Joan Davis, Professor, Dental Hygiene
- Ruth Anne Rehfeldt, Director, Center for Autism Spectrum Disorders
- Sue Rimmer, Professor, Geology
- Jale Tezcan, Associate Professor, Civil and Environmental Engineering

- Linda Toth, Associate Dean for Research and Faculty Affairs, School of Medicine

Campus Climate
- Peggy Stockdale, (chair), Professor of Psychology and Chair of Linguistics
- Sara Baer, Associate Professor of Plant Biology
- Lisa Brooten, Associate Professor of Radio & TV
- Don Castle, Assistant Director of the Student Center
- Konstadinos Hatziadoniu, Professor of Electrical and Computer Engineering
- Marcus King, President of Undergraduate Student Government
- Karl Williard, Professor of Forestry.

External Relations and Public Image
- Tom Britton, (chair), Associate Professor & Director of Graduate Legal Studies, School of Law
- Kyle Harfst, Director, Office of Economic & Regional Development
- Carolin Harvey, Accountant, Division of Continuing Education
- Suzanne Nasco, Associate Professor, Marketing
- Marcus Odom, Professor & Director, School of Accountancy
- Greg Petrowich, Executive Director, Broadcasting Service
- Chris Wissman, Co-owner & Editor-in-Chief, Carbondale Nightlife

Finance and Infrastructure
- Alan Karnes, (co-chair), Associate Dean, College of Business
- Mark Wetstein, (co-chair), Television Production Coordinator, WSIU Public Broadcasting
- Brad Dillard, Associate Director, Plant and Service Operations
- C. Kathleen Jones, Associate Athletic Director, Saluki Athletics
- Michelle Kibby-Faglier, Associate Professor, Psychology
- Judith Marshall, Executive Director for Finance, Vice-Chancellor for Finance and Administration.

Future Trends
- Jake Baggott, (Chair), Chief of Staff
- Andrea Evans , Chair, Educational Administration and Higher Education
- Tina Gerecke, Adm. Asst. Saluki First Year
- Stephanie Graves, Associate Professor, Library Affairs
- Terri Harfst, Director, Financial Aid
- Larry Schilling, Director, Institutional Research and Studies
- Jan Thompson, Associate Professor, Radio and Television